

MEMORANDUM FOR: Mr. Stewart

SUBJECT: CIA Career System

I have read the first version of the Inspector General's survey of CIA Career Service and have a few comments.

1. GENERAL

There is general agreement that career development "is not being advanced effectively" in our present career system and that this is the result of our mass approach to the problem. I think we have a good framework for Career management and have accomplished much in the development of Career management programs in the last three years. We now need to refine the system so we can identify Agency "special Careerists" for hand-tailored career development, and concentrate on setting up more definite objectives for all Career employees.

It is recognized that there is need for "authoritative centralized direction" in effecting career development but I question if a Career Development Board could or should perform all the functions proposed by the Inspector General.

2. STRUCTURE FOR CAREER MANAGEMENT

- a. I think the organization of Career Services within the three major components of the Agency is logical to effect personnel management. There should probably be some consolidation of Career Services but I question the establishment of Career Services on occupational lines. The creation of Career Services for groups of individuals occupying a narrow band of positions - narrow in consideration of Agency-wide requirements - would restrict the opportunities (range of grade and type of work) for these individuals. A career employee in an intelligence organization should not be limited to one specialty or to one organizational component. As a matter of fact versatility should be encouraged. Intelligence is not produced on an assembly line principle. A basic principle of our career concept is that career employees who work at rudimentary tasks must learn a great deal about the whole process in order that the Agency gets a good end product.
- b. There is need for developing a mechanism for identifying competent persons in specific fields but this can be done within the Career Services, as presently organized, with the assistance of the proposed Career Development Board.
- c. The CIA Career Council, as currently constituted, should continue to be, in my opinion, the top level career management policy making body.

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The Career Development Board should develop and recommend Agency Career Development policies and procedures to the Council for approval and monitor the implementation of approved policies in the various Career Services.

- d. The Career Development Board should be concerned primarily with the identification and guidance of "special Careerists" - individuals in the junior trainee and intermediate grade groups (GS7 to GS-14). The development of senior officers should be the concern of the Supergrade Board.
- e. It appears to me that it would be organizationally sound for the Career Development Board to be an advisory body to the Director of Personnel who should be a Deputy Director reporting to DCI.

3. SPECIAL CAREERISTS

The identification of "special Careerists" does not mean setting up an elite corps (with arm bands) - it means selecting individuals who are potential "Career Intelligence Officers" (operators, analysts, administrators etc.), "Career Technicians" and "Career Secretaries". These individuals would remain in their respective Career Services but their career plans would be the concern of the Agency Career Development Board working with the Career Services concerned. At some time in the future we may develop a special corps for "Career Intelligence Officers" but I doubt if we are ready for that step now.

4. CIA CAREER STAFF

- a. There is general disagreement concerning the value and need for an Agency-wide service. The chief criticism, as I see it, is that so far we have not been able to show that membership in the CIA Career Staff provides any "bread and butter" benefits; that there is little distinction between career employees and employees in a career conditional status; and that it has been an expensive exercise to screen out less than 1% of those eligible for membership.
- b. I think that the Career Staff concept is psychologically sound and is a possible means of making the rank and file feel they are a part of a CIA unified service. It also provides us with a system of screening career employees. Career Staff membership is the third level of progression in the Agency; the first level is conditional employee status, second level is career conditional status, and third is Career employee status. This of course is the pattern of progression in Federal civil service but CIA has set up specific requirements and a screening procedure for the identification of Career employees.
- c. If we want to be more restrictive we can establish additional eligibility criteria, such as grades GS-5 and above and limit membership

to GS employees. We could also require tests or the completion of certain orientation courses. I do not agree with the Inspector General that we establish a 5 year service requirement for membership in the Career Staff. This would work to our disadvantage in recruiting since other departments of Government offer the "security of career status" after three years of satisfactory service. The five year service requirement for "special careerists" is a good idea - this establishes the fourth step in the ladder of advancement in the Agency.

5. CONCLUSION

I think we have a good basis at present for a career management program but we need to build on it and pursue the objective of career development - not on a day-to-day basis but with long range Agency needs in mind.

Maybe I am an idealist but I should like to see CIA do some pioneering in ~~reaching~~ reaching down to the grass roots to do something about the dead pall of complacency and mediocrity which too often exists or develops among Government workers - yes other places too - it can stifle our national existence. I think there is a reservoir of idealism which can be tapped if we can think ahead of today's deadlines and take time to stimulate individuals to have a sense of purpose. Government salaries will not entice good people to make a career in CIA but interesting and challenging opportunities to make a contribution will.

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